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Committee for Programme and Coordination
Forty-fourth session
7 June-2 July 2004
Agenda item 8
Adoption of the report of the Committee on its forty-fourth session

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Draft report

Addendum

Proposed strategic framework for the period 2006-2007

Part two: biennial programme plan

(Item 3(b))

Programme 24
Management and support services

1. At its 9th and 10th meetings, on 15 June 2004, the Committee for Programme and Coordination considered programme 24, Management and support services, of the proposed biennial programme plan for the period 2006-2007 (A/59/6 (Prog. 24)).

2. The representative of the Secretary-General introduced programme 24 and responded to queries raised during the Committee's consideration of the programme.

Discussion

3. General support was expressed for the proposed programme. The view was expressed that the proposed programme plan was more strategic and action-oriented and with more concise objectives than the current programme. The client-oriented proactive approach to implementing the Secretary-General's management reform measures used in formulating the programme plan, with emphasis on a continuing dialogue on the management issues and on enforcing responsibility and accountability of programme managers, was noted and supported. At the same time,

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the need for the presentation in the programme of a broad outline of management challenges facing the Organization and a better assessment as to whether the strategic framework sufficiently responded to those challenges was pointed out. Efforts of the Department of Management to further enhance and expand common and joint services between the United Nations and the organizations of the United Nations system were also noted and supported. The view was also expressed that the proposed programme plan for regional headquarters was too generic and not sufficiently reflective of issues specific to those offices.

4. Efforts towards the refinement of results-based budgeting as a management tool, with a more succinct and clearly defined time frame, were welcomed, and it was emphasized that those efforts should be systematically continued. The consistency in the presentation of the logical framework for the entire programme was noted. The view was expressed, however, that some expected accomplishments and indicators of achievement require further refinement and that the absence of base-line and target performance indicators in the programme made it difficult for the Committee to assess relevance of the proposed expected accomplishments. The lack of a clear relationship between some of the proposed expected accomplishments and their corresponding indicators of achievement was pointed out.

5. With regard to subprogramme 1, Management services and administration of justice, while measures taken for further delegation of authority for administrative issues to local programme managers was welcomed, it was pointed out that this process should continue and be further broadened to include peacekeeping operations. It was also pointed out that the objectives of the management services component of this subprogramme should be more specific, focusing on the improvements in business processes and efficiency and productivity, and that the subprogramme strategy should be geared towards analysis of needs of the clients of departments and offices with a view to enhancing services. With regard to the administration of justice component of the subprogramme, the view was expressed that the formulation of the component may require further revision in light of the expected outcome of the review of the progress in implementation of General Assembly resolution 57/307 by the Assembly at its fifty-ninth session.

6. With regard to subprogramme 2, Programme planning, budget and accounts, the view was expressed that the objectives of the subprogramme were not specific enough and that some expected accomplishments and indicators of achievement could be better formulated. It was also pointed out that agreement on or adoption by the General Assembly of the scale of assessments is the responsibility of the Assembly, and that the expected accomplishments and indicators of achievement proposed for component (e) of the subprogramme should be reformulated with emphasis on improved timeliness and quality of documentation as important factors in supporting the decision-making process of Member States on the scale of assessments.

7. With regard to subprogramme 3, Human resources management, the need for further refinement of the expected accomplishments and indicators of achievement in order to better reflect the subprogramme objectives and strategy and to show more clearly a linkage between such accomplishments and indicators was emphasized. The view was expressed that improvement in the functionality of the Performance Appraisal System and Galaxy should be included in the list of expected

accomplishments and indicators of achievement under the subprogramme. The view was also expressed that the managerial measures for staff motivation should be reflected in the programme plan, bearing in mind the fact that the staff is the main asset of the Organization. It was also pointed out that the subprogramme may require further revision to reflect any new mandates that the General Assembly may adopt at its fifty-ninth session upon its consideration of human resources management issues.

8. With regard to subprogramme 4, Support services, support was expressed for the efforts made by the Secretary-General to strengthen the security and safety of the Organization. At the same time, a need for better coordination of those efforts between the United Nations and the organizations of the United Nations system was stressed. The view was expressed that the outcome of the review by the General Assembly at its fifty-ninth session of the Secretary-General's proposals in the context of the second phase of strengthening the security and safety of United Nations operations, staff and premises should be incorporated into the programme plan. With regard to information and communications technology, concern was expressed that there was no coordination of such activities between the United Nations and the organizations of the United Nations system programmed into the plan and that the agencies continued to develop similar and overlapping information technology systems. While it was recognized that compliance of all information technology projects with the standards promulgated by the Information and Communication Technology Board of the Secretariat was crucial, it was indicated that the link between expected accomplishment (a) and indicator of achievement (a) was insufficiently clear.

Conclusions and recommendations

10. **The Committee recommended that the General Assembly request the Secretary-General to report to it at its sixtieth session, and biennially thereafter, on the contribution made by the Department of Management to the improvement of management practices, including measures to increase efficiency and productivity, in the Secretariat.**

11. **The Committee recommended that the General Assembly request the Secretary-General to develop a time-bound plan for the reduction of duplication, complexity and bureaucracy in United Nations administrative processes and procedures, including adopting a Secretariat-wide approach to streamline and automate them, and to report to the Assembly at its sixtieth session on the plan and on the progress made in implementing it.**

12. **The Committee recommended that the General Assembly request the Secretary-General to develop improved tools for identifying the cost of activities and outputs and to report to the Assembly at its sixtieth session on options for applying cost-accounting techniques drawing on best international practices.**

13. **The Committee recommended that consideration be given to the further review and enhancement of the Performance Appraisal System.**

14. **The Committee recommended that the General Assembly approve the programme narrative of programme 24, Management and support services, of the proposed biennial programme plan, subject to the following modifications:**

Overall orientation

Paragraph 24.3

In the first sentence, after the words "reform measures," add the words "including those approved by the General Assembly,".

A. Headquarters

Subprogramme 1
Management services and administration of justice

(a) Management services

Objective of the Organization: after the word "Secretariat", insert the words "as a means of enhancing effectiveness, efficiency and productivity,".

Expected accomplishments of the Secretariat

Add a new expected accomplishment (c), to read: "(c) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions"

Indicators of achievement

Add a new indicator of achievement (c), to read: "(c) Number of benchmarks and other improved methods and tools utilized by the Secretariat to assess efficiency and productivity and submission of reports to the General Assembly on them"

(b) Administration of justice

Expected accomplishments of the Secretariat

Replace the word "consistent" with the words "fair and effective"; and letter the existing entry as (a).

Add a new expected accomplishment (b), to read: "(b) Measures to ensure timely participation of managers in the administration of justice process"

Indicators of achievement

Letter the existing indicator as (a) (i) and add a new indicator of achievement (a) (ii), to read: "(ii) An increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice".

Add a new indicator of achievement (b), to read: "(b) Material reduction in delays or extension of cases resulting from the failure of managers to respond".

Subprogramme 2
Programme planning, budget and accounts

(a) Programme planning and budgeting

Expected accomplishments of the Secretariat

Insert a new expected accomplishment (b), to read: "(b) Assisting Member States in taking fully informed decisions on issues relating to the regular budget"; and re-letter the existing entry (b) as (c).

Indicators of achievement

Add two new indicators of achievement (b) (i) and (b) (ii), to read: "(b) (i) An increase in the number of Member States expressing satisfaction with the quality of budgetary documents", and "(ii) 100 per cent compliance with deadlines for the issuance of reports"; and re-letter the existing entry (b) as (c).

(b) Financial services relating to peacekeeping operations

Expected accomplishments of the Secretariat

Under expected accomplishment (b), replace the words "Strengthened ability of" with the word "Assisting".

Indicators of achievement

Under indicator of achievement (b) (i), replace the words "percentage of members of the Advisory Committee on Administrative and Budgetary Questions and the General Assembly" with the words "number of Member States".

(e) Assessment and processing of contributions

Expected accomplishments of the Secretariat

Delete expected accomplishment (a) and re-letter the remaining entries as (a) and (b)

Indicators of achievement

Delete indicator of achievement (a) and re-letter the remaining entries as (a) (i) and (ii) and (b).

Subprogramme 3
Human resources management

(b) Organizational development

Indicators of achievement

Delete indicator of achievement (a) (i); and renumber the remaining existing entries as (a) (i) and (a) (ii).

Subprogramme 4
Support services

(b) Information and communication technology services

Strategy

Paragraph 24.21

At the end of the paragraph add the sentence "The possibility of gradually adopting open-standard platforms in place of proprietary software for the information and communication technology services of the Organization will be assessed, with a view to evaluating both the benefits, in terms of improved security and reliability and a reduction in license fees, and costs of such an approach."